

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Philips Healthcare - Seattle

Impact Washington

Philips Healthcare Improves Shop Floor with Lean

Client Profile:

Philips Healthcare manufactures systems for imaging, radiation oncology and patient monitoring as well as providing information management and resuscitation products. Philips employs 100 people at its facility in Seattle, Washington.

Situation:

Philips had experienced high throughput times, long product travel distances and extensive rework. The company brought in Impact Washington, formerly known as Washington Manufacturing Services (WMS), a NIST MEP network affiliate, to conduct several Lean 101 courses for their employees. After the training, Philips tried to implement Lean themselves but soon realized they needed Impact Washington's assistance.

Solution:

Impact Washington brought in Karl Webber of Emergent Technologies, a preferred Impact Washington provider, to conduct Kaizen events. Doing a current state map with the Philips Lean team, they discovered several opportunities for improvement. Impact Washington observed a high number of carts taking up workspace, units were not easily identifiable, inefficient workflow with poor layout, no visible work instructions, and equipment glitches. Webber took the team through several Kaizen events. As a result of Impact Washington's assistance, workstations are now labeled and color-coded, a 2-cart pull system has been developed, there are clarified responsibilities for each station, and workflow has improved.

Results:

- * Improved productivity by 62.5 percent.
- * Reduced throughput time by 81 percent.
- * Work in process reduced by 78 percent.
- * Reduced distance traveled by 31 percent.

Testimonial:

,